

# EXHIBIT

## “4-A”

1 M. PETERSEN

2 MR. BAKEN: Objection again.

3 The witness didn't say she  
4 mentioned Mr. Tunstall.

5 MR. HALTER: Yes, he did.

6 BY MR. HALTER:

7 Q What did she say about Mr. Tunstall?

8 A No, no. I believe I said the  
9 main content of the conversation was on this  
10 document.

11 Q Did she mention Mr. Tunstall?

12 A I think I also said she may have,  
13 but I don't recall that part.

14 Q What did you do to investigate  
15 her complaints about being underpaid?

16 MR. BAKEN: Objection as to the  
17 form of the question. Characterizing  
18 it as a complaint.

19 BY MR. HALTER:

20 Q Did she complain that she was  
21 being underpaid?

22 A No, she requested an increase and  
23 provided data to say, "Matt, look, this is  
24 why I think I am justified to get an increase."

25 Q So she wasn't complaining that

1 M. PETERSEN

2 she was underpaid?

3 MR. BAKEN: Asked and answered.

4 THE WITNESS: It, it wasn't, it  
5 wasn't angry, it wasn't -- no, it was  
6 asking a question or making a request.

7 BY MR. HALTER:

8 Q It is only a complaint if it is angry?

9 MR. BAKEN: Objection, argumentative.  
10 He has answered the question. She  
11 didn't make a complaint.

12 MR. HALTER: No, he hasn't.

13 MR. BAKEN: Yes, he has. She  
14 didn't make a complaint. She had a  
15 conversation.

16 MR. HALTER: You have answered  
17 the question. He has not given any  
18 answer.

19 MR. BAKEN: No, you're either  
20 not listening or you're trying to get  
21 him to say something that is not true.

22 MR. HALTER: Really, I just  
23 think your objection is ridiculous.  
24 But I am trying, since you objected, I  
25 am trying to get a question and answer

1 M. PETERSEN

2 MR. HALTER: Read my question back.

3 MR. BAKEN: I am not pressing  
4 you about the time period.

5 MR. HALTER: Read the last  
6 question back.

7 MR. BAKEN: There is no sword  
8 of Damocles hanging over your head.

9 MR. HALTER: Read the last  
10 question back, please.

11 Objection to form, that is what  
12 you are limited to say.

13 Read the last question back, please.

14 (Thereupon, the record was read  
15 back by the reporter as recorded above.)

16 MR. HALTER: Right, it was a  
17 yes-or-no question. He said no one is  
18 happy, right? In fact, he didn't even  
19 answer my question.

20 MR. BAKEN: He was about to try  
21 to answer the question, but you  
22 interrupted him.

23 BY MR. HALTER:

24 Q Okay. Go ahead.

25 A So, again, throughout my position

1 M. PETERSEN

2 here, I have got 200 employees just in this  
3 spot. There have been many times, Kate  
4 McHugh and Shewan (phonetic) or Brian  
5 Aronowitz have come to me and say, "Matt, I  
6 am underpaid," or "Matt, I need a raise," or  
7 "Matt, can I make more money?"

8 I don't see that as a complaint.  
9 I see it as I need to talk to my boss  
10 because I need to make more money, or I  
11 think I am more valuable; let's talk about it.

12 Q Did she say she needed to make  
13 more money?

14 A No.

15 Q Did she say she had some family  
16 obligations that required her to make more money?

17 A No.

18 Q She said she was being underpaid, right?

19 A She gave me a document and that  
20 document was, you know, an online search and  
21 said, "Here's why I think I am being underpaid."

22 Q What did you do when you, after  
23 you had that conversation with Ms. Yeger?

24 A Well, the first thing -- well, do  
25 you want -- the first thing I did is I said,

1 M. PETERSEN

2 "Debby, this isn't your job title. You are  
3 showing me something that is the pay scale  
4 for, you know, corporate compliance and it  
5 is not connected to a school." So, I said,  
6 "Listen, I hear you. Let me go back. Let  
7 me do some of my own research, and let's  
8 meet again." Would you like me to continue?

9 Q Okay. Go ahead.

10 A So, I went online and this was, I  
11 mean, a couple of days. So I went online,  
12 pulled up a couple of things that I thought  
13 were relevant, you know, director of  
14 financial aid at a for-profit, at a couple  
15 of for-profit schools, and the number came  
16 to, you know, at least on the documents,  
17 around 65 or \$70,000.

18 We met and I said, "Debby, here's  
19 my data. This is where, this is where I  
20 think we are." And we went through it a  
21 little bit longer. It wasn't long. And I  
22 said, "Take it, digest it."

23 And this is what I say to many of  
24 my folks that have this. "Take it, digest  
25 it. This isn't the last conversation. Come

1 M. PETERSEN

2 back to me if it is wrong."

3 Q Did you tell anybody else about  
4 the conversation?

5 A I have no idea.

6 Q Did you keep it confidential?

7 A I don't -- did I keep it confidential?

8 Q Uh-huh.

9 A I don't know if I would have had  
10 to have kept it confidential.

11 Q That wasn't my question.

12 Did you keep it confidential?

13 A My guess is the only person I  
14 would have talked to it about was my  
15 director of human resources, possibly. But  
16 it wasn't -- these weren't big things. I  
17 have these conversations with lots of -- not  
18 lots. On -- this wasn't one person in my  
19 history doing this. This is something that  
20 happens a couple times out of the year. I  
21 didn't think it was a big deal.

22 Q Are you aware of any complaints  
23 that Debby made about your behavior, other  
24 than the hand issue?

25 MR. BAKEN: Objection to the form.

1 M. PETERSEN

2 That is about, that is what I got.

3 Q You understand my question was a  
4 yes-or-no question, right?

5 A Sorry. I will try and keep -- if  
6 you want me to answer just yes or no, please  
7 just tell me.

8 MR. HALTER: Can I have this  
9 marked as Petersen 25, please.

10 (Thereupon, the document was  
11 marked Petersen Exhibit 25 for  
12 identification, as of this date.)

13 BY MR. HALTER:

14 Q Have you ever seen this document  
15 before?

16 A I know there's two of them. If  
17 this is one of those two, yes.

18 Q When did you first learn of this  
19 document?

20 A I am sure shortly around this  
21 time. I am sure the day it was delivered.

22 Q How were you made aware of it?

23 A Mary Anne Kennedy would have told me.

24 Q What did she say?

25 A I don't remember specifically.



1 M. PETERSEN

2 Maybe, "Matt, we got a letter from Debby  
3 today," or something like that.

4 Q She showed it to you?

5 A I don't know if she showed it to  
6 me or if the lawyer that we got engaged, if  
7 that is when it was shown to me.

8 Q You understood it was a complaint  
9 of discrimination, correct?

10 A I do. At this time.

11 Q Who else was aware that Ms. Yeger  
12 made a complaint of discrimination in this  
13 February 26th letter?

14 A Very few people.

15 Q Who?

16 A My guess is Rick Smilow. My  
17 guess is no one but an executive and a  
18 senior, senior executive. That's my, that's  
19 my belief.

20 Q And Mary Anne Kennedy?

21 A She was a senior executive.

22 Q What is her title?

23 A Director of HR, but she was one  
24 of our five -- she became a member of our  
25 five-person meeting.

1 M. PETERSEN

2 A Well, here's the thing. In my  
3 process, this was in Mary Anne's court.  
4 Mary Anne is the professional. Mary Anne is  
5 going to handle it right. I told her to --  
6 now, I wasn't her boss. I don't think I was  
7 her boss at that time. I told her to speak  
8 to Joe about it and figure out what to do.

9 Q After Mary Anne spoke to Joe, do  
10 you know what she did?

11 A After Mary Anne spoke to Joe, do  
12 you know what she did? I think this is  
13 where this, you know, possible Mary Anne  
14 tries to broach, you know, Debby to talk  
15 about what is going on here.

16 Q That happens in --

17 A After, after this one, right?

18 Q Let's look at Petersen 26.

19 (Thereupon, the document was  
20 marked Petersen Exhibit 26 for  
21 identification, as of this date.)

22 BY MR. HALTER:

23 Q It is the second letter, right?

24 A Yes.

25 Q When did you first learn of this

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1 letter, the second letter?

2 A Probably very close around this time.

3 Q July 3rd?

4 A Well, I don't know specifically.

5 Probably as soon as Mary Anne got the  
6 package, she came in and said, "Matt, we got  
7 another one."

8 Q How did Mary Anne get a package?

9 A I think it was FedExed to her.

10 Q By whom?

11 A I would assume Liddle & Robinson.  
12 I think this letter -- these letters somehow  
13 came to Mary Anne.

14 Q So it is your testimony that you  
15 recall this Petersen 26 coming to Mary Anne  
16 directly by FedEx?

17 A No, I --

18 Q Even though it says by e-mail to  
19 Joe Lynett?

20 A Here's what I will tell you. My,  
21 I, I think that Mary Anne would have been  
22 the person to tell me about it.

23 Q Were you interviewed in  
24 connection with the second letter?  
25

1 M. PETERSEN

2 was your -- if a student was present --  
3 well, let's talk about how it changed over  
4 time. But initially it was, "Debby, when  
5 you see that there's students waiting in  
6 financial aid, please come and help."

7 And then that didn't work, so we  
8 went to -- because she wanted to be told  
9 specifically when to meet. Then it was,  
10 "All right, well, when Vin or Antonia ask  
11 you to meet with students, please do so."  
12 And that never, that wasn't working. That  
13 was the problem. "I absolutely, I know you  
14 met with students. That was good. The  
15 problem was we had to do it when we needed  
16 you to do it, and it couldn't be just to,  
17 you know, take a form or, you know, show him  
18 how to sign an exit interview." It had to  
19 be all in.

20 Q Let's go back to Petersen 27.

21 A Okay.

22 Q The July 24th memo.

23 Let's look at the Monday,  
24 July 15th thing. "Alex Ferguson, 3 p.m.,  
25 Debby and Antonia were at Antonia's desk

1 M. PETERSEN

2 Sitting here today, he knows.

3 BY MR. HALTER:

4 Q Was it the first day or very soon  
5 thereafter, if you don't remember that?

6 A Well, here's the thing. Within a  
7 couple of days, Martha was out of her mind  
8 with Debby. So, I believe very shortly  
9 what -- listen, my, my thinking and it would  
10 be okay in my opinion is if Martha is coming  
11 and saying, "Oh, my gosh, I can't work with  
12 this person already." Martha had a big  
13 problem very, very early on.

14 MR. HALTER: Can I have this  
15 marked as Petersen 30.

16 (Thereupon, the document was  
17 marked Petersen Exhibit 30 for  
18 identification, as of this date.)

19 BY MR. HALTER:

20 Q Petersen 30 is the e-mail we are  
21 talking about, right.

22 A Petersen 30. Yes.

23 Q June 10th was Martha Padilla's  
24 first day, right?

25 A I don't know. The records, I am

1 M. PETERSEN

2 sure, will though very clearly.

3 Q Do you have any reason to doubt that  
4 June 10th was Martha Padilla's first day?

5 A No, not at all.

6 Q On her first day, she came to you  
7 and said she has issues with Debby?

8 A My guess is no, but on her first  
9 day she found -- so, it was a -- there was a  
10 lot of problems with financial aid at that  
11 point in time. And Martha, Martha was  
12 coming in to an office where, where we had  
13 two directors and those directors weren't  
14 going to be -- well, Vince wasn't going to  
15 be there any more, and Debby Yeger wasn't  
16 going to be her peer. So nothing other --  
17 and I was careful about this. The only --  
18 there was very little shared. I said there  
19 is a change here.

20 Q Very little shared by you. That  
21 is an important clarification?

22 A Excuse me?

23 Q Very little shared by you. That  
24 is an important clarification here, right?

25 A Yeah, absolutely, absolutely.

1 M. PETERSEN

2 Q At the time Antonia worked in  
3 financial aid, right?

4 A Yes, definitely.

5 Q At the time Sophia Sutter worked  
6 in financial aid, right?

7 A I would assume so, yes.

8 Q At the time Vince Tunstall still  
9 worked in financial aid?

10 A No, wait. Yes, yes.

11 Q Was that Vince Tunstall or Sophia?

12 A Vince Tunstall was still working  
13 in financial aid on a -- we were pretty  
14 flexible with Vin. I gave him like 60 days  
15 to work things out on his end. But before  
16 Martha came on, it was determined that Vince  
17 was moving on, and Martha was going to need  
18 to pick up everything that he was doing. So  
19 there was going to be a job handoff the  
20 first day that Martha was there.

21 Q Right. You said there were all  
22 sorts of problems in financial aid and you  
23 said it was understaffed. But it wasn't  
24 understaffed that day, June 10th?

25 A It wasn't understaffed that day,

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M. PETERSEN

June 10th.

Q In fact, there were five employees on that day, right?

A Yeah, I don't disagree with you.

Q Who made the decision to suspend Ms. Yeger's employment in July of 2013?

A July 2013, was that before Martha arrived? July 13th?

Q How many times was Ms. Yeger suspended?

A Once.

Q Who made the decision to suspend Ms. Yeger whenever you think it occurred?

A I think I did. I think I had to. Or, no, Martha wanted to get rid of her. Mary Anne wanted to get rid of her. And the tipping point for me was when in the meeting she continued to refer to, I believe -- the reason why she was put on administrative leave was I think this was the point where she continued to talk about Martha as her peer, and that was just -- I mean, and this is the point where Martha is telling me, "Matt, I am leaving. I can't deal with this



1 M. PETERSEN

2 person. I am out."

3 So, at this point, I had to  
4 reintroduce myself back because Debby wasn't  
5 taking direction from Martha. And Martha  
6 point blank told me, "Matt, I don't need  
7 this job. I am leaving. I don't need  
8 this." And so the final decision to fire  
9 somebody or put them on leave at this point  
10 here would have been me.

11 However, I think we took a pause,  
12 and I reached out to Rick, I reached out to  
13 Brian, probably not Richard. And I said,  
14 "Guys, this is where we got to go here," or  
15 "This is where I think we got to go here."  
16 And they gave, you know, everybody gave the  
17 nod and we did it. So I think it was a consensus.

18 Q To suspend her?

19 A Yeah. Or they nodded me to say  
20 to do it. But it was me. When I heard  
21 that, you know, I am not going -- this  
22 person is my peer. She doesn't get allowed  
23 to look at my PTO. She is not allowed to  
24 tell me what to do. You know, I want to sit  
25 where I want to sit. But it was the peer

1 M. PETERSEN

2 thing. That was...

3 Q Debby is still director of  
4 compliance, right?

5 A Debby was director of compliance, yes.

6 Q And Martha is director of  
7 financial aid, right?

8 A Yes.

9 Q Previously those were peer  
10 positions, right?

11 A They were, but let me be very  
12 clear. When Martha came on, I sat down with  
13 Debby. I said, "Debby, there is a change."  
14 I am COO now. At this point I have gotten  
15 additional responsibilities for quite a few  
16 more departments. I can't remember. And I  
17 saw what happened with Vince and Debby.

18 I had a person. I thought we  
19 made the right, the right hire with Martha  
20 who, you know, \$75,000 or \$70,000 a year.  
21 She worked in a similarly situated  
22 for-profit school as the director of  
23 financial aid for quite some time. And she  
24 was also an external auditor.

25 I couldn't baby-sit this

M. PETERSEN

department any more and I needed one person to make this work. So before Debby -- before Martha came, I sat with Debby. "Debby, you report to Martha now." And it wasn't -- it was pretty clear in my mind.

In the offer letter, I believe I indicated that, or I communicated it with Martha that she was going to be the lead and report to me for financial aid. And maybe it wasn't in the offer letter but probably the first day, the first day is probably when I told Martha, "Look, we are here now. Vince has been officially told that he is leaving or will be told." I think I told Vince that day that we were going to have to do something, but I can't remember.

Q How do you account for the salary disparity between Martha Padilla and Vince Tunstall?

A First of all, I didn't make the hire decision for Vince Tunstall. Here's the deal. At a school that is, that has got 30,000 students, or some crazy number, probably a hundred million dollars in financial aid and

1 M. PETERSEN

2 25 direct reports, I think he provided us  
3 his records that he was making around that  
4 amount of money and he would not come for  
5 less than that amount of money.

6 Also, a problem is we were  
7 never -- I was never -- you know, we had a  
8 plan and I think Brian, you know, from that  
9 document you saw earlier, didn't remember  
10 it, but, you know, Brian, a reach there was  
11 95. He put an ad in that was 80 to 85.

12 Simple. The guy came with a huge  
13 background. He was the university director  
14 of financial aid and that is what he was  
15 getting, and we hoped he would change the  
16 selling process or improve upon the selling  
17 process greatly.

18 Q So, you made the decision to, you  
19 made the decision based, to pay Martha  
20 Padilla her salary?

21 A Yeah.

22 Q And you made the decision to have  
23 Ms. Yeger report to Ms. Padilla?

24 A At that point I was probably  
25 the -- I was -- I was probably the

1 M. PETERSEN

2 initiator. Those types of things were  
3 talked about, though, with the team.

4 MR. HALTER: Let's take a break.

5 (Whereupon, a recess was taken  
6 from 5:50 p.m. to 6:03 p.m.)

7 BY MR. HALTER:

8 Q You said that in consultation with  
9 others, you made the decision to put Ms. Yeger  
10 on administrative leave; is that right?

11 A Yeah, that is -- no manager is  
12 going to be able to make that decision but  
13 me and Rick.

14 Q Why did you do that? I should  
15 clarify. Why did you do that instead of  
16 fire her?

17 A Because I thought we could, if we  
18 made it a little bit -- well, number one,  
19 and on several occasions I told Debby I  
20 thought she had a value to the company. I  
21 told her that we weren't going to lose  
22 financial aid with her here, but she needed  
23 to make some changes. And honestly, I  
24 thought that it was, this was so, this was  
25 so objective we could fix it. And we -- I

1 M. PETERSEN

2 thought we could fix this.

3 Q What did ICE do regarding Ms. Yeger  
4 while she was out on administrative leave?

5 A First of all, I think I was on  
6 vacation, or around that point was on  
7 vacation. And I think, I know Mary Anne had  
8 meetings, trying to find out what the true  
9 story was. I am not aware of anything else  
10 we did outside of that.

11 Q Well, Mary Anne Kennedy had  
12 prepared a memo by July 24, 2013.

13 A Okay. What exhibit is that?

14 Q Petersen 27. I am not actually  
15 talking about it.

16 A Oh.

17 Q Did she do anything after that?

18 MR. BAKEN: Object to the form  
19 of the question.

20 THE WITNESS: I don't know.

21 BY MR. HALTER:

22 Q When was Ms. Yeger put on  
23 administrative leave?

24 A I don't have the dates, guys.

25 Q What changed with respect to

1 M. PETERSEN

2 Ms. Yeger between the time she was put on  
3 administrative leave and --

4 A She came back.

5 Q -- the time she was brought back?

6 A Well, I believe Mary Anne Kennedy  
7 made the recommendation to fire her, I  
8 believe. I was on vacation. I didn't want  
9 to do that. I don't think a lot changed  
10 specifically about Debby, but I know that it  
11 gave Martha some breathing room.

12 I know we had a talk about, you  
13 know, "Martha, where do you want to go from  
14 here?" And there was probably also a  
15 feeling of, you know, let's, let's make  
16 this, you know, there is no urgency to act,  
17 because we were paying her. So, give Martha  
18 some time to think about it, give us all  
19 time to think about it, let me come back  
20 from vacation.

21 And what I would think is that as  
22 soon as I got out from under the tsunami of  
23 e-mails when you come back from vacation,  
24 and during it, we were trying to figure out  
25 where we should go from there.

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M. PETERSEN

Q Who made the decision to bring back Ms. Yeger from administrative leave?

A Well, I indicated that we weren't going fire her, so I guess by that indication we were bringing her back.

Q So it was your decision not to fire her? Well, you said you put her on administrative leave rather than fire her.

A Right.

Q Did you always intend it to only last a certain period of time, the administrative leave?

A Quite frankly, I wasn't thinking of anything other than before this department blows up, we need to get everybody away from each other and figure out how we can make this work.

Keep in mind, this was going on -- what is this, July, July 13th, and I came on, you know, whatever the time is, September 12th. So, for eight months? Is that right, or was it September 11th? Anyway, during that entire time, it was taking up a tremendous amount of my time.



1 M. PETERSEN

2 Q When you put Ms. Yeger on  
3 administrative leave, you didn't tell her it  
4 was only going to last a certain amount of  
5 time, right?

6 A No. I don't think we did.

7 Q Certainly the possibility is that  
8 you were just going to fire her at the end  
9 of when you just, rather than taking her off  
10 leave, right?

11 MR. BAKEN: Objection as to  
12 form of the question.

13 THE WITNESS: That, that could  
14 be a possible solution simply because  
15 I didn't fire her that day and she  
16 didn't continue.

17 BY MR. HALTER:

18 Q What did you understand  
19 administrative leave to be when you decided  
20 to put her on administrative leave?

21 A It was continue to pay Debby, get  
22 her out of the office and remove her from  
23 the situation, and allow Mary Anne to  
24 investigate and figure out where we should  
25 go from here.

1 M. PETERSEN

2 Q What was Mary Anne supposed to  
3 investigate?

4 A I think she was supposed to talk  
5 to these individuals, these three or four  
6 individuals, and then also communicate with  
7 Martha.

8 Now, I will also tell you  
9 something. At this point, I considered  
10 Martha a very significant flight risk. So,  
11 I mean, my hands -- and here's the thing. I  
12 know a lot of people in financial aid, I  
13 know a lot of directors of financial aid.  
14 But if the director of financial aid and the  
15 director of compliance leave, and those are  
16 the two people that I trust to keep my  
17 financial aid, I got to be very smart about  
18 what I do there so that we don't blow up our  
19 business, even a little bit.

20 Q So if Martha had quit, you would  
21 have rehired Ms. Yeger as director of  
22 financial aid?

23 A I tell you what, I don't know  
24 what I would have done. Let us all keep in  
25 mind that we already knew that Debby was

1 M. PETERSEN

2 absolutely not going to be the person in  
3 charge of the employees in financial aid,  
4 nor the customer service process in  
5 financial aid.

6 But, listen, she did it. She  
7 established it. It limped along or worked.  
8 That certainly -- I mean, she could come  
9 back at that point. Rehire would suggest  
10 that I was going to fire, that I already  
11 fired her. So, I don't think that is the  
12 right word.

13 Q Okay. Who made the decision to  
14 change Ms. Yeger's title when she came back  
15 from administrative leave?

16 A I think that was me and that was  
17 pretty much -- I think that was me.

18 Q Who made the decision to move  
19 Ms. Yeger's desk when she came back from  
20 administrative leave?

21 A I think both of those  
22 recommendations were mine.

23 Q When she came back, who was  
24 assigned the responsibilities of compliance?

25 A Martha.

1 M. PETERSEN

2 Q Before Ms. Yeger's administrative  
3 leave, who had the responsibilities of compliance?

4 A By definition, Debby.

5 Q When Ms. Yeger came back, you  
6 took away her credit card, right?

7 A I think something to that extent  
8 and that was -- I think yes for some reason.  
9 I think Glen asked me about that.

10 Q Who made that decision?

11 A Getting credit cards and not  
12 getting credit cards around here is my  
13 decision. I don't know if that was decided  
14 when she came back. Maybe it was.

15 Q Who made that decision?

16 A It would be me.

17 Q Do you recall making the decision  
18 to take away her credit card?

19 A I recall it because I looked at  
20 documentation that said I -- well, wait.

21 Q You have now had your memory  
22 refreshed and recall doing that?

23 A I think somebody asked me about  
24 it. There is an e-mail. Somebody asked me  
25 about it, Glen, and I acquiesced to it. I

1 M. PETERSEN

2 didn't aggressively go after it. But what  
3 it was was Martha is coming on. The director  
4 of financial aid has to get a credit card,  
5 and normally only the manager in the department  
6 has a credit card. What do you -- you know,  
7 should we get rid of Debby's? Okay, because  
8 that is the way we work.

9 Q Did Mr. Tunstall have a credit card?

10 A I don't think so, no. I, I don't  
11 think so. I am not the, I am not the most  
12 stringent on that stuff. You know, I am  
13 more of the opinion let somebody have a credit  
14 card. If they make, if they make a mistake  
15 and spend too much money, then go tell them  
16 and we will move on from there. Glen is  
17 nice and tight with those types of things.

18 Q When Ms. Yeger came back, did she  
19 meet with students?

20 A I am sure she did.

21 Q Did you receive any reports  
22 regarding her performance after she came  
23 back from her administrative leave?

24 A Reports?

25 Q Did anyone tell you how she is doing?

1 M. PETERSEN

2 A I mean, I would -- the only person I  
3 really would have gotten that from was Martha.

4 Q Did you talk to Martha?

5 A Yes.

6 Q What did Martha say?

7 A I don't know specifically, but it  
8 was, "It is not getting any better. We are  
9 still continuing to have problems." And  
10 there got to be a point where again Martha  
11 was getting unhinged.

12 And, you know, there is a similar  
13 strategy that I use for all this. When  
14 somebody comes and makes a complaint about  
15 somebody else, I say, "Give me specifics."  
16 And then what we do is we go and grab all  
17 the parties and say, "This is what happened.  
18 Is this right? What should we do going forward?"  
19 And that is how we flush out problems.

20 Guys, I get complaints. You  
21 know, this is, you know, employees -- a  
22 workplace is an extended high school, and I  
23 am not about the nonsense, the nonsense. I  
24 want to find the facts out.

25 Q One of the complaints that Ms.

1 M. PETERSEN

2 Q What was the substantive  
3 difference between Debby's job after she  
4 came back from administrative leave and  
5 Debby's job when she first started at ICE?

6 MR. BAKEN: I'm sorry, could  
7 you read that one back.

8 (Thereupon, the record was read  
9 back by the reporter as recorded above.)

10 THE WITNESS: When Debby --  
11 well, I --

12 MR. BAKEN: I just object to  
13 the form of the question.

14 BY MR. HALTER:

15 Q You can answer.

16 A So, when Debby first started  
17 here -- remember, that was a couple of years  
18 before I got here -- she was charged with  
19 the department. So that would mean, you  
20 know, soup to nuts, all the way up to that  
21 ultimate keep the school in compliance,  
22 which means do all your duties in a fashion  
23 that you get the students in and you do it  
24 in compliance so you don't lose Title IV.  
25 She, she ran that department, or she was

M. PETERSEN

charged with that entire department.

When she came back she was -- because Martha could not get her to see the students in a relegated fashion because of this compliance thing, Martha said, "Matt, give me compliance. Let's get this, let's eliminate yet another reason why she can't follow my direction. And make her see students." So I believe when she came back, her responsibility, I believe her sole responsibility, but I am not certain, was seeing students.

Q Wasn't that her sole responsibility when she first started at ICE?

A I don't, I don't know that.

MR. BAKEN: Objection.

BY MR. HALTER:

Q When did you first become aware that Ms. Yeger had filed a charge of discrimination with the EEOC?

A When the letter showed up, I guess.

Q When was that?

A I have no idea. We need to get the letter and the FedEx thing. It was



1 M. PETERSEN

2 certainly, I believe it was certainly after  
3 she was gone.

4 Q Are you aware that she filed that  
5 on October 2nd, 2013?

6 MR. BAKEN: Object to the form  
7 of the question.

8 THE WITNESS: I don't know. I  
9 can tell you specifically the day that  
10 that document came in, was FedExed to  
11 me, that is when I knew.

12 BY MR. HALTER:

13 Q Did you suspect that she was  
14 still complaining about discrimination?

15 A Did I suspect?

16 MR. BAKEN: Objection.

17 BY MR. HALTER:

18 Q While she was still an employee?

19 MR. BAKEN: Objection.

20 THE WITNESS: What?

21 MR. BAKEN: Just not clear.

22 BY MR. HALTER:

23 Q Between the time that she came  
24 back from administrative leave and when ICE  
25 fired her, did you have any suspicions that

1 M. PETERSEN

2 Kennedy that you thought Debby Yeger was  
3 going to file a claim?

4 A Listen, I -- in my life, this was  
5 the first time I ever got legal letters  
6 about harassment -- not even harassment.  
7 What are his words? Discrimination. I was  
8 flabbergasted by this meeting. And in my  
9 position to keep Rick abreast of things, I  
10 thought there was absolutely a possibility,  
11 sure. But I wasn't aware of anything other  
12 than the letters.

13 Q Why did you think that she would  
14 file a claim?

15 A Let me read this top one.

16 Quite frankly, I had never gone  
17 through something like this in -- in  
18 15 years, about 10 years at a C level, I had  
19 never had -- chief level, chief financial,  
20 chief operating --

21 Q C level is a confusing term  
22 because it actually has other meanings.

23 A This was -- I had never in my  
24 life spent more time with a person in good  
25 faith. It was, this whole thing was a mess.

1 M. PETERSEN

2 There were legal letters involved.

3 We've had many staff leave ICE,  
4 but it was never like this. This was  
5 pretty, this was pretty distasteful. I  
6 mean, this was a lot of paper. So, I, I had  
7 reason to suspect, given what we had gone  
8 through, that yeah, Debby would file a  
9 complaint, or not even file. Whatever that  
10 means, this would not be the last time we  
11 spoke with Debby.

12 Q Gail Schorsch had filed a  
13 complaint by this time, right?

14 A Yeah. Or no, wait. Gail  
15 Schorsch had filed a complaint, but it was  
16 -- it was, it was so brief, it was so  
17 nothing, it was -- you know, when I talked  
18 to Janin, I gave instruction to please give  
19 this individual the benefit of the doubt,  
20 see if there is a way that you can get her  
21 more hours, and move on.

22 Quite frankly, before the  
23 complaint showed up, I don't know if there  
24 was communication about it. This was a very  
25 brief thing with Gail.

1 M. PETERSEN

2 Q You said that it had never  
3 happened before --

4 A No.

5 Q -- and I was challenging that  
6 before because it had actually happened  
7 before, right?

8 MR. BAKEN: Objection to form.

9 THE WITNESS: To this, what I  
10 was commenting on was to this level.  
11 This was an overwhelming amount of  
12 paper. Gail was a drop in the -- it  
13 was nothing.

14 BY MR. HALTER:

15 Q Well, you had started documenting  
16 memos regarding Ms. Yeger's performance and  
17 things like that, right? So a large part of  
18 this documentation is because you decided to  
19 do that, right?

20 A Let us be very clear. When it  
21 takes you six weeks to talk to your new  
22 supervisor about the basics of your job,  
23 that is going very badly.

24 When there is a failure to, after  
25 many meetings, to help your supervisor

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M. PETERSEN

understand what it is you do and it is getting to the point where, you know, you are not showing up, you are not responding to me, you are hoping my interpretation is, you are hoping that this will go away, it was not off to a good start. And I have never had that experience before, that the person was so hard to push into what I tried to define as a very tight path.

Q Why do you call it a tight path?

A Well, I mean, I think my letters were pretty clear. "We need you to see students and -- we need you to see students and we think we can do it with 50 percent of your time. And after speaking with everybody, it seems compliance should be able to be done within 50 percent of your time." And first we said, "When you are looking through your window and you see people sitting down on seats because everybody else is busy, please come out and help." So that didn't work.

She requested specifically,  
"Please tell me when specifically I have to

1 M. PETERSEN

2 do this so I can concentrate on my  
3 compliance." We came back and said,  
4 "Listen, we can't have it that way. The  
5 most important thing" --

6 MR. HALTER: What was my question?

7 MR. BAKEN: Can he finish his answer?

8 MR. HALTER: I don't know. I  
9 don't know how much longer this is  
10 going to go on. But no is the answer  
11 to that question, if it is going to go  
12 on much longer.

13 MR. BAKEN: The answer to the  
14 question is the answer to the question.

15 MR. HALTER: No, it has to be  
16 responsive. What was my question?

17 MR. BAKEN: No, it doesn't.  
18 Not every question has to have a yes  
19 or no answer. You didn't ask him for --

20 MR. HALTER: It has to be  
21 responsive.

22 THE WITNESS: I remember what  
23 the question was.

24 BY MR. HALTER:

25 Q Go ahead.

1 M. PETERSEN

2 witness truthfully answer your question.

3 BY MR. HALTER:

4 Q Go ahead. Keep going. Finish  
5 your answer. It has only been going on for  
6 three minutes. Keep going.

7 A I don't know where I was any longer.

8 MR. BAKEN: You want her to  
9 read back where you were?

10 MR. HALTER: Oh, yeah, that's good.

11 (Thereupon, the record was read  
12 back by the reporter as recorded above.)

13 BY MR. HALTER:

14 Q Go ahead.

15 A The most important thing is  
16 timely seeing of students. So, if you can't  
17 take the judgment call of when you need to  
18 step in, and you are asking me, "Tell me  
19 specifically when I need to step in," okay,  
20 "Well, then Vin is going to tell you when he  
21 needs you."

22 So at that point when my  
23 instruction is, "See students when Vin needs  
24 you to see students. If your compliance is  
25 running behind schedule, please come and

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M. PETERSEN

talk to me," that is pretty clear, because I certainly don't want our compliance to go in the stinker.

Q What would have happened to Ms. Yeger if ICE had failed its audit?

MR. BAKEN: Objection.

THE WITNESS: If ICE had failed its audit.

MR. BAKEN: Speculative.

THE WITNESS: First of all, ICE isn't going to, ICE isn't going to fail its audit. We are good people. We are not stealing from the government. We got employees that know what they are doing. We specifically have Vince that knows what he is doing.

In my history of being in for-profit education, we never needed a compliance officer. So, the thought that we were going to fail our audit was not even possible. Do you understand --

BY MR. HALTER:



1 M. PETERSEN

2 Q Right. That is a serious thing, right?

3 A I agree. We don't do that. And  
4 that is not her role.

5 Q Right. It was definitely never  
6 her role, right?

7 A Yeah, that was never her role.

8 Q Okay.

9 A At least that was never her role  
10 when I was there.

11 Q Who made the decision to  
12 terminate Ms. Yeger's employment?

13 A Who made the decision? Me.

14 Q Why?

15 A Well, first off, let's start.  
16 Martha wanted her removed months earlier.  
17 Mary Anne wanted her removed months earlier.  
18 I made the decision -- I can't -- in that  
19 meeting, it was another -- this was just  
20 again another meeting. Okay, it wasn't  
21 even -- I don't even think this meeting was  
22 about not seeing students. This was simply  
23 about, you know, things that Martha didn't  
24 want Debby to do any more.

25 We got to look at the document.

1 M. PETERSEN

2 Specifically, I don't even think there were  
3 complaints -- I remember, I remember what  
4 the focus was. It was Martha came to me and  
5 said, "Matt, she is making people do all  
6 these things. I don't know what to do."

7 "Martha, get a list, give me the  
8 details, and we will go through it with  
9 Debby. We will make -- we will understand  
10 the situation. You will indicate how we are  
11 to move forward with future incidents like  
12 this that pop up. I am sure Debby will say  
13 okay and let's move on."

14 At the -- so I think there was --  
15 it was trivial crap. But at the end of it,  
16 and there might have been other things, but  
17 I mean the thing that -- so at the end of  
18 this meeting all was fine. You know, let's  
19 go back, and Debby is continuing to,  
20 continuing to build the blinders for Debby  
21 so she can go down the path.

22 And at the end of it Martha, at  
23 some point in time, said, "Matt, listen to  
24 this." So I listen to some e-mail. And I  
25 listen to some e-mail and she goes -- okay,

1 M. PETERSEN

2 I listen to this e-mail, you know, of an  
3 upset student, you know, wanted to talk to  
4 Debby. Big deal.

5 So I called Debby or Martha  
6 called Debby. Or somehow I got to her  
7 voicemail, and it said, "Hi, you have  
8 reached Debby." I don't know the rest. And  
9 it said, "Talk to Vince Tunstall if I am not  
10 here," or somebody else who wasn't there any  
11 more. So at the end of the meeting, I said,  
12 "Listen, Debby, change your voicemail by the  
13 way. You know, it's still got Vince on it."  
14 Again, not a, this was not a hostile  
15 situation here.

16 She looked at me and she said, "I  
17 haven't had access to my phone since I came  
18 back. I don't use, you know, I don't use my  
19 phone," or "I haven't had access to my phone."

20 Then I said, "Well, in two months  
21 you haven't, you haven't done anything or  
22 talked to anybody?"

23 I think the first thing she said  
24 is, "Well, I don't communicate with my  
25 students via phone. I tell them to e-mail

1 M. PETERSEN

2 me." Okay. Well, "Matt, in this period of  
3 time, I have, you know, I haven't been able  
4 to answer my phone. It is broken."

5 "Did you tell anybody?"

6 "No. Oh, maybe Antonia."

7 So, that was about all I got.

8 We -- from there I just said, "Debby, I" --  
9 the foundation of trust, the foundation in  
10 knowing when, you know, students who are  
11 paying 30, 40, 10, or \$12,000 a year are  
12 going through this department and they need  
13 this department to get the money to come  
14 here, that we are not answering our phone  
15 was just flabbergasting.

16 So, I went out, I quickly talked  
17 to Antonia. "Antonia, has anybody" -- first  
18 of all, I got John. Said, "John, come on  
19 down." Then talked to Antonia. "Antonia,  
20 did Debby ever tell you her phone wasn't  
21 working?"

22 "No."

23 Do you want me to stop? I know  
24 you are timing me. I am giving you what I know.

25 So, Antonia said, "No."

1 M. PETERSEN

2 Okay. "John, go test this phone.  
3 Anything wrong with it?" Well, first of  
4 all, the phone is blinking with the message  
5 button, which means there's messages on it.

6 "Matt, no, it works. You can  
7 access the e-mail and everything."

8 Okay. So, at that point I have,  
9 I am thinking that, you know, she fractured  
10 our trust, she fractured my trust. You  
11 know, I think then we had an investigation  
12 again or talked about it again. We brought  
13 Debby in. We wanted to make sure we got our  
14 notes straight. You know, it was Debby, it  
15 was Mary Anne, it was Martha, it was Matt.

16 "Debby, this is what you, you  
17 know, this is what you said. This is" --  
18 and that culminated into that note. And at  
19 that point, we made the decision to  
20 terminate her. That is it.

21 Q The voicemails, were they on the  
22 extension at the desk Debby sat or on her  
23 old desk?

24 A Well, it doesn't work that way.  
25 Our system doesn't work that way. Our

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M. PETERSEN

2

A Is this the first draft?

3

Q First draft I showed you. I

4

don't know whether it is. It is the first

5

draft that I found.

6

A Okay.

7

Q First page, last sentence, "Given

8

the amount of time I have dedicated to

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working with Debby in defining her role at

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ICE, along with the number and tenor of

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communications that I have provided, it is

12

not clear to me how we can work together

13

successfully."

14

Is that an accurate statement?

15

A Is it an accurate statement?

16

Here's the funny thing. So, Mary Anne said,

17

"Fix these things but focus on the words

18

more." And I remember having a conversation

19

with Mary Anne about this.

20

It was -- okay. So this is four

21

months that I am working. And -- with her.

22

And then before this goes out, I get her

23

self-assessment and it has all fives. It

24

has her as the best employee. It has her as

25

the best employee with the exception of one,

1 M. PETERSEN

2 one category, and I -- after all of this  
3 work and communication, how she could think  
4 that this was working out well, blew me away.

5 So, yes, at this point I am  
6 scratching my head and I want to tell her,  
7 "We have spent four months. We are not  
8 getting anywhere, and then you just gave me  
9 a self-evaluation that says you are perfect  
10 in every category except for one. Mary  
11 Anne, I don't know how I can get across to  
12 her." So that is, that is my comment.

13 Q If you look at Petersen 34, it is  
14 the e-mail between you and Rick Smilow.

15 A Okay.

16 Q There is a note about M. Hejazi,  
17 H-E-J-A-Z-I. Do you recall this?

18 A No, but okay. Would you like me  
19 to read Hejazi?

20 Q I just asked you if you recall it.

21 A And I said I don't. I said I don't.

22 Q This is a complaint by Rick  
23 Smilow about the phone system, right?

24 A So read the first -- okay.  
25 Ownership of the phone system. Okay.

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M. PETERSEN

BY MR. HALTER:

Q So who made the decision to fire  
Vince Tunstall?

A Me.

Q Why did you make it?

A The -- so what he was brought in  
to do was, had, was getting somewhere  
initially but was now starting to go south.  
He, Debby and him didn't have a successful  
relationship together. I was being dragged  
into these things now on a daily basis, and  
I saw him looking for work. I think he  
thought he was completely unsupported here.  
Something had to change, and he had to go.

MR. HALTER: I have nothing  
further.

MR. BAKEN: I have no questions  
for the witness at this time, so we  
will thank you for his participation  
and consider his deposition to be  
closed.

THE REPORTER: Do you want a  
copy of this transcript?

MR. BAKEN: We agree we will



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1 M. PETERSEN  
2 both get our own copies of the  
3 transcript. That is fine.  
4 (Time noted: 7:50 p.m.)  
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1  
2 ACKNOWLEDGEMENT  
3  
4 STATE OF NEW YORK )  
5 :ss  
6 COUNTY OF *New York*  
7  
8 I, MATT PETERSEN, hereby certify  
9 that I have read the transcript of my  
10 testimony taken under oath in my deposition  
11 of August 20, 2015; that the transcript is a  
12 true, complete and correct record of my  
13 testimony, and that the answers on the  
14 record as given by me are true and correct.  
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16  
17 *MATT PETERSEN*  
18  
19 Subscribed and sworn to before me  
20 this *2nd* day of *October*, 2015  
21  
22 *Jacqueline Planas*  
23 NOTARY PUBLIC  
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25

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